



Faculty of Commerce and Administration

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DEAN'S MESSAGE

I would like to wish everyone a happy and prosperous New Year. I would also like to take this opportunity to thank Dr. Christopher A. Ross who was a most able replacement for me serving as Acting Dean for the six month period ending December 1988. A great deal of the reports and activities that you will find in this quarterly can be attributed to Dr. Ross's leadership.

This particular issue will highlight activities occurring in the International Business Program as well as the recent success in the Diploma in Accountancy Program. I feel we have turned the corner with the UFE success as well as our presence in the accounting community. There are also reports concerning the MBA program including our most recent 1989 MBA Case Competition success. There are so many congratulations and thank you's that could be stated for the organizers, students, faculty and support staff that we would need three volumes of the Quarterly to accommodate the many names. They have all been thanked personally and we have, once again, demonstrated our leadership in hosting this event. You will also find a report on the MBA Career and Placement Centre. This initiative has given us an increased presence in the community and has been mutually beneficial to our students and sponsoring firms. It is most pleasant to announce that AIESEC - Concordia has achieved the distinction of being named the best local in Canada on the basis of its 1988 performance. You will find the report on the current activities of AIESEC - Concordia which reveals why they have achieved this honor.

This document reflects the output of a great number of our faculty who have participated in and contributed to the development and transmission of knowledge. Our graduate offerings and research funding have increased greatly in the past five years and we have certainly made major steps in the development of the MBA Program, the Ph.D. Program, the Diploma programs and our new ventures, the EMBA and the "soon-to-be-inaugurated" M.Sc. Program.

While we have devoted a great deal of our efforts most effectively to the graduate programs, we have not taken enough of a fresh view of our undergraduate program which has historically been our raison d'etre and foundation block upon which this Faculty has been built. It goes without saying that our Faculty must become more heavily involved in this aspect of our programming in terms of teaching, course coordination, curriculum development, advising and general administration of our B. Admin. and B. Comm. offerings. Our students, who will shortly be our graduates, will also assume the role of consumers of this Faculty at a critical time when a productive exchange with the business community will be needed. If we do not make our presence felt now and take our undergraduate programming seriously then we will certainly not be taken as seriously as a professional Faculty striving to be a player in the local, national and international marketplace.



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The pyramid upon which a well-rounded school of business is built consists of research, administration and teaching. We must never forget what our basic mission is as an academic institution. I am looking forward to a successful academic year and feel that the Quarterly is only the "tip of the iceberg" of what this Faculty has produced and will produce in the very near future.

Steven H. Appelbaum
Dean

P.S. Attached you will find a letter written by Dr. Hamid Etemad, current President Elect of ASAC, who has written congratulating a number of faculty members for their contributions. THIS IS WHAT THE COMMERCE QUARTERLY IS ALL ABOUT.

Congratulations!



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McGill

Faculty of Management
Samuel Bronfman Building
McGill University

Postal address:
1001 Sherbrooke Street West
Montreal, PQ, Canada H3A 1G5

February 1, 1989

Dr. Steven Appelbaum
Dean
Faculty of Commerce and Administration
Concordia University
1455 de Maisonneuve Blvd. West
Montreal, Quebec
H3G 1M8

Dear Steven:

I am primarily writing to thank you for your continued support of ASAC and ASAC related academic activities. Under your leadership, Concordia's contribution has increased dramatically: participation in the 1988 ASAC conference, for example, ranked as number one.

This year's conference, as you know, is in Montreal and with your support and assistance I would like to make it a Montreal success. Your faculty members have already assumed a leading posture in ASAC. At the risk of leaving off a long list of past contributors, the names of some current and recent contributors come to mind.

- i) Professor Jalilvand is our Finance Program Chairman who has gone beyond the call of duty and has raised two awards (\$2,000 each) to further enhance the quality of papers and presentations in his area. This is the first time in the history of the Finance division that a chairperson has taken such initiative. If this is any indication of things to come, Professor Jalilvand will deserve to receive your assistance, support and encouragement.
- ii) Professor Ron Crawford is the Program Chairman of the Policy division and in spite of being on sabbatical, he has accepted to provide leadership in his division.
- iii) Professor Jean McGuire is another contributor. She has embarked on the difficult task of generating support and encouraging academic participation in the area of Women in Management which did not formally exist in ASAC before.

Of course the contribution of other people like Professor Michel Laroche as Program Chairman, President and past President are still vivid in everyone's memory.



Concordia's contribution does not stop here. Without exaggeration, a long list of people from your school have contributed -- and very significantly -- and without them ASAC as a national institution could not have achieved what it has become. The recent conference of the Canadian Federation of Deans of Management and Administration in which two prominent ASAC members from Concordia, Dr. Baba and Dr. Kryzanowski, had a significant contribution -- is just another example. In short, I am confident that the list can go on. They truly deserve a word of thanks and appreciation.

I would like to go one step further by suggesting that ASAC is being nurtured by your faculty members' farsighted voluntary contributions over the years: it cannot go on without it. For obvious analogical reasons, the Montreal conference cannot proceed without a marked presence from Concordia. I am determined to make it a "Montreal academic event" and without your assistance, participation and contribution, it will not materialize. I am indeed inviting you to help me make it a Montreal success. (Please see literature attached).

Please feel free to call me at 398-4018 (office), 273-5967 (residence) or contact me by FAX 398-3876.

Please forgive me for the length of this letter, Steven. ASAC should have written this letter a long time ago. Now that it has become my duty and privilege, I wanted to be true to the facts known to us for a long time. I look forward to hearing from you and hopefully seeing you before the conference in June.

Sincerely,

Hamid Etemad
ASAC 1989 President Elect
and Program Chairman

HE/nc

enc.

cc: Professor Jalilvand
 Professor Crawford
 Professor McGuire
 Professor Laroche

FACULTY ACTIVITIES

D. ACLAND, Professor, Department of Accountancy

Professional Activities

Chair, Education Committee for the Canadian Academic Accounting Association, 1988-1989.

Canadian representative to the International Council of Accounting Education Directors, U.S.A., 1988-1989.

Chair and organizer of the CAAA Accounting Education Research Symposium hosted by the Department of Accountancy on November 4, 1988.

Conference grants awarded for the Accounting Education Research Symposium:

- (i) Clarkson Gordon Foundation, \$5,000
- (ii) Social Sciences and Humanities Research Council, \$3,100
- (iii) Ordre des comptables agrees du Quebec, \$2,000.

S.H. APPELBAUM, Dean and Professor, Department of Management

Forthcoming Publications

"The ABC's of EAP's: An Employee Assistance Program Model", Personnel, April 1989 (with Barbara Shapiro).

"Computer Anxiety and Fear of Change: A Human Resource Management Rx", Personnel, 1989 (with Brenda Primmer).

V.V. BABA, Associate Professor, Department of Management

Conferences

"Innovation in Management Development in the People's Republic of China", Seventh International Conference on New Concepts in Higher Education, Bangkok, Thailand, 1988 (with K. Argheyd).

"Educating the Management Educators: The Case of the People's Republic of China", Seventh International Conference on New Concepts in Higher Education, Bangkok, Thailand, 1988 (with K. Argheyd & T. Zhao).

"Organizational Behavior: A Review of the State of the Art in Research", Annual Conference of the Canadian Federation of Deans of Management and Administrative Studies, Toronto, Ontario, 1988.

V.V. BABA (continued)

"Routinization and the Quality of Working Life: A Study Among Canadian Nurses", The Conference on Operational Research and the Social Sciences, Cambridge, England, 1989 (with M. Jamal).

Other Activities

Ad Hoc Reviewer, Academy of Management Annual Conference, August 1989.

Ad Hoc Reviewer, Administrative Sciences Association of Canada Annual Conference, June 1989.

Ad Hoc Reviewer, Canadian Journal of Administrative Sciences, 1988.

S.C. BEINER, Lecturer, Department of Accountancy

Publication

"Just-in-Time Production Systems: Accounting Implications", CGA Magazine, Vol. 23, No. 2, pp. 16-19, Journal of the Certified General Accountants' Association of Canada, February/March 1989.

Please note that this is a feature article which will be published in both English and French.

H. DAUDERIS, Associate Professor, Department of Accountancy

Textbook Publication

Accounting – Concepts and Procedures, Canadian Edition, McGraw-Hill Ryerson, 1989 (with James A. Kashin & Joel J. Lerner).

U. de BRENTANI, Associate Professor, Department of Marketing

Publication in Refereed Journal

"Determinants of the New Product Screening Decision: A Structural Model Analysis", International Journal of Research in Marketing, Vol. 5, No. 2, 1988, pp. 91-106 (with Cornelia Droege).

Journal Submissions

"Performance in New Industrial Services", under review with Journal of Product Innovation Management.



U. de BRENTANI (continued)

Forthcoming Conference Presentation

"New Product Performance in Industrial Service Firms", accepted for presentation at the annual conference of the European Marketing Academy (EMAC) in Athens, Greece, April 18-21, 1989.

Working Papers

"New Product Performance in Industrial Services Firms", Concordia University, Faculty of Commerce and Administration, Working Paper Series, #88-11-38.

"Developing New Services: Measurements and Determinants of Performance", Concordia University, Faculty of Commerce and Administration, Working Paper Series, #89-01-01.

Referee Assignments

Reviewer for: SSHRC Research Grant Applications
International Journal of Research in Marketing
1989 Conference of the European Marketing Academy (EMAC)

A. HOCHSTEIN, Associate Professor, Department of Finance

Refereed Publication

"Commercial Banking in Canada: A Study of the Selection Criteria and Service Expectations of Treasury Officers", The International Journal of Bank Marketing, 1988, Vol. 6, No. 4.

Conference Presentation

"GNE and Domar's Theory of Economic Growth", paper presented at the North American Economics and Finance Association Meetings in New York, December 28-30, 1988.

G. JOHNS, Professor, Department of Management

Forthcoming Publications

"Performance and Turnover Cognitions Among Managers", Canadian Journal of Administrative Sciences, (in press).

"Recognizing and Coping Methodologically with Constraints on Organizational Behavior", paper presented at the 4th West European Congress on the Psychology of Work and Organization, Robinson College, Cambridge, England.



V.H. KIRPALANI, Professor of Marketing and International Business

Publications

"International Advertising Standardization Strategy", (forthcoming), 1989 in International Management Reference, Beacham Publishing, N.W. Washington, D.C. (with M. Laroche).

Working Paper

"International Advertising Standardization Strategy", Concordia University Working Paper Series, #88-11-46 (with M. Laroche).

Presentations

"Understanding the Structure and Causes of Growth in the Global Marketplace", Southern Marketing Regional Conference, October 30, 1988, Texas A&M University, College Station, Texas.

"The Vital Global Marketplace and Exporting Strategies for Successful Performance", Southern Alberta Chapter AMA, January 29, 1989, Calgary, Alberta.

"Research in International Business/Marketing, University of Calgary Seminar, January 23, 1989, Calgary, Alberta.

Other Activities

Reviewer, International Marketing Review
Journal of Macromarketing
Journal of Global Marketing

M. LAROCHE, Professor, Department of Marketing

Publications

"A Cross-Cultural Comparison of Attitudes Towards and Usage of Credit Cards", International Journal of Bank Marketing, Vol. 6, No. 4, 1988, pp. 42-54 (with Jean-Charles Chebat and Helen Malette).

"Commercial Banking in Canada: A Study of the Selection Criteria and Service Expectations of Treasury Officers", International Journal of Bank Marketing, Vol. 6, No. 4, 1988, pp. 19-30 (with Jerry Rosenblatt, Alan Hochstein, Ronald McTavish and Maureen Sheehan).

"International Advertising Standardization Strategy", in International Management Reference, Washington, D.C.: Beacham Publishing, 1989 (forthcoming) (with V.H. Kirpalani).

M. LAROCHE (continued)

"Compensatory Effects of Cognitive Characteristics of the Source, the Message and the Receiver upon Attitude Change", Journal of Psychology, Vol. 122, No. 6, November 1988, pp. 609–621 (with Jean-Charles Chebat, Pierre Filiatral and Catherine Watson).

"Unique Advertising Practices in Japan: A Cultural Explanation", in K.C. Dhawan (ed.), Cross-Cultural Communications and International Management, Concordia University, 1989, pp. 18–21.

Marketing in Canada: A Management Perspective, Third Edition, Toronto, Ont.: McGraw-Hill Ryerson, 1989 (forthcoming) about 950 pages, (with Rene Y. Darmon and John V. Petrof).

Marketing in Canada: A Management Perspective – Instructor's Manual, Third Edition, Toronto, Ont.: McGraw-Hill Ryerson, 1989 (forthcoming), about 750 pages (with Rene Y. Darmon and John V. Petrof).

Study Guide to Accompany: Marketing in Canada: A Management Perspective, Third Edition, Toronto, Ont.: McGraw-Hill Ryerson, 1989 (forthcoming), about 250 pages (with Rene Y. Darmon and John Petrof).

Other Activities

External Examiner for the promotion to Full Professor at the University of Hawaii.

Reviewer, International Journal of Research in Marketing
Singapore Marketing Review

Developed a course on Marketing of Tourism for the Ministry of Tourism, Institute of Tourism and Hotel Management (Master Program).

F. RASHKOVAN, Sessional Lecturer, Department of Management

Professional Activities

Consultation with Administrators of Jewish Peoples and Peretz Schools concerning structure and procedures for top management, Montreal, August 16–17, 1988.

Workshops for CAPE (Consultants and Counsellors in the Ontario Education System) on the consultation process, Alliston, Ontario, November 10–12, 1988.

Workshop for female interns (McGill) entitled, "Establishing Credibility", St. Hilaire, Quebec, December 3, 1988.



L. SHANKER, Associate Professor, Department of Finance

Publications

"Marketing Financial Services to Non-Resident Indians", The Hindu, November 24, 1988, Madras, India (with L. Kalavathi).

"Margin Requirements and the Demand for Futures Contracts", forthcoming, Working Paper Series, 1989, Center for the Study of Futures Markets, Columbia University, New York.

Presentations

"The Portfolio Approach VS. Unitary Hedging of Foreign Exchange Risk with Currency Futures" to be presented at the Southwestern Finance Association, March 8-11, 1989, New Orleans, Louisiana (with D.K. Gandhi).

"Benchmark Portfolios, Transactions Costs and the Number of Stocks in a Diversified Portfolio", to be presented at the Midwest Finance Association Meetings, March 30 - April 1, Cincinnati, Ohio.

Research Grants

U.S. \$2,500 (second of two installments), Center for the Study of Futures Markets, Columbia University, New York, January 1989.

Papers Reviewed for Journals

"Hedging Equity Values with Petroleum Futures: A Case Study of the Aramco partners", for the Journal of Financial Research, December 1988.

"An Intertemporal Measure of Hedging Effectiveness", for the Journal of Futures Markets, January 1989.

Seminars Attended

"Applications of Financial Futures & Options for Educators", held by the Chicago Board of Trade, December 9, 1988, Chicago, Illinois.



PROGRAM ACTIVITIES

INTERNATIONAL BUSINESS PROGRAM

IBUS Program activities are summarized below. For any additional information, please feel free to contact the IBUS offices at either number listed at the end.

Faculty Activities

F. Simyar

Professor Simyar has been awarded a grant by CIDA in the amount of \$25,000 for which he will organize the coming of 10 Chinese Deans of Management for a one month's study in Canada. They will also be attending the AACSB and INTERMAN conferences during their stay.

L. Shanker

Professor Shanker was recently published in an article in the "The Hindu", November 24, 1988. Her contribution entitled, "The Marketing Financial Services to Non-Resident Indians". The article was co-authored by L. Kalavathi.

K.C. Dhawan

Professor Dhawan presented at the Workshop on Transfer of Western Management Expertise to Developing Nations held at McGill University on November 24 - 26, 1988. The paper was entitled, "Telecommunications Technology Transfer to India: A Survey of Canadian Firms".

International Business Meetings

ASAC International Business Division is to be held in Montreal June 3, 1989.

Academy of International Business is holding a conference in Singapore on November 19-22, 1989.

The Second Annual Asia/Pacific Business Outlook will be in Los Angeles, California on February 27, 18 and March 1, 1989.

Hofstra University, Hempstead, NY along with the RGK Foundation held an International Symposium "Business Finance in Less- Developed Capital Markets" which was held September 22-24, 1988.

The ninth International Symposium on Forecasting, sponsored by the International Institute of Forecasters in collaboration with Simon Fraser University will be June 18-21, 1989.

For any further details please contact: K.C. Dhawan, Director of IBUS Program at 848-2943 or Mary Genova, Program Secretary at 848-2941.



DIPLOMA IN ACCOUNTANCY PROGRAM

The 1988 Uniform Final Examination (UFE) results were released in December and we are happy to announce that the performance of our 1988 graduates from the Diploma in Accountancy Program was outstanding. Seventeen of our eighteen graduates passed the UFE's, giving this University the highest success rate for first-time writers in the province of Quebec in 1988. One of these students, Mr. Ted Di Giorgio, placed 8th in Quebec and 11th in Canada. We are proud of them and are encouraged that the revisions we reported on back in October have resulted in such a success.

A reception honouring our 1988 graduates was held on January 18th. Among the invited were representatives from the Chartered Accountancy firms that are presently employing them. The evening gave the University and its friends a chance to celebrate a truly happy occasion.

We are now well into a new term and are busy readying for the summer program ahead. A quality program has always been our goal and we hope to maintain the progress we have made.

George Lowenfeld
Acting Academic Director

Mirta Romaniak
Acting Administrative Director



M.B.A. PROGRAM

Orientation Day for January 1989 Students

The MBA Program began the New Year with fifty-two new students, approximately sixty-five percent are part-time students with the remainder registered as full-time students.

The January 1989 admissions were welcomed on a special Orientation Day held Saturday, January 7, 1989. Professor Pierre Brunet, in his usual professional manner, was able to discuss the philosophy of the MBA Program and did an excellent job in soliciting and soothing the fears of the new incoming class. The MBA Office would like to extend an important thank you to Pierre.

We also want to express our thanks to the faculty members who joined the students for lunch and were able to stay to answer the students' questions: Professors M. Kusy, Z. Gidengil, M. Sharma, D. Kira, A. Satir, R. Habtu, W. Porterfield, P. Leventhal, P.M. Rao.

MBA Alumni attendance included: Song Yang, Paul Beique, Lorne Hubner and Pascale Leduc. Their comments were especially welcome as these graduates can provide insight to new students that are just not possible from other parties. We appreciate their interest and thank them for their attendance.

Finally, a thank you is also offered to current MBA students who were able to attend: Susan Fox, Pierre Zavadell and Ulla Mayer.

The Eighth Annual MBA Case Competition

The Eighth Annual Concordia MBA Case Competition was held January 19-21. Seventeen MBA schools from across Canada attended. The MBA Program would like to congratulate the University of Windsor as the first place winner in 1989. Second place was held by Memorial University and third place by the University of Laval.

The coordination of this kind of event is an extremely large and complex job. Debbie Souccar and Howard Friedman deserve applause for their work. Paul Leventhal deserves a special note of recognition for serving as Faculty Advisor. As usual, the MBA students were out in force to help host this event serving as judge moderators, team moderators and volunteers. Thanks are due to the MBA office staff who pitched in to help: Madeleine Davoudi, Lyne Renaud, Sharon McKnight, Rebecca Midgley and Marlene Lloyd. Finally, a special thank you to Angela Goumenis and Julie Lebon, our second floor receptionists who remained cool when all the activity was humming.

This year, Concordia's team was coached by Professor Mick Carney of the Management Department. Concordia's competing team members included Godfrey Hiltbrandt, Charles Laflamme, Paul Stinis and Conor Vibert. Congratulations are certainly due to the team. Representing the University

in a case competition of this magnitude is a difficult job in itself, but doing so in front of the home audience is even more demanding.

The Second Annual MBA Hockey Tournament

Pierre Zavadell, a second year MBA student organized the Second Annual MBA Hockey Tournament that was held on January 6 and 7. Dartmouth, Harvard, and McGill participated in this year's tournament that ended with a banquet in the Faculty Club. Pierre is to be congratulated for the great job he did in organizing this event, obtaining corporate sponsorship, and receiving television and radio press coverage.

MBA Alumni

Congratulations to Robert Bechard, Spring 1988 graduate, for his October 1988 publication in The Canadian Journal of Real Estate. Robert's article titled "Industrial land value determinants: Evidence from Saint Laurent, Quebec" was a summary of his Business Research paper supervised by Dr. A. Rahman.

MBA Office Activities

The MBA Program office has started to explore the possibility of linking its student information system with the mainframe. Plans are underway to conduct the Summer registration on-line. A tentative summer schedule has been planned, this year the program hopes to offer more Part II elective seminars.

Information sessions for potential applicants wanting to inquire about the MBA Program are now being scheduled on a monthly basis. Any faculty members willing to attend a session to help answer questions are welcome. Please contact the MBA office for more information.

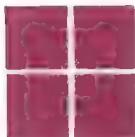
A new look has been given to the MBA promotional material by reorganizing the application package. Comments are welcome. You can pick up a package at the second floor reception area.

Business Research Papers

We would like to remind faculty who are supervising Business Research papers about two upcoming competitions.

The Royal Bank of Canada sponsors a competition for final year students in full time undergraduate or graduate business administration programs. The competition is advertised as the Business Student Writing Awards and offers first, second and third cash prizes of \$2,500, \$1,500 and \$1,000. Winners also have their work published in the Canadian Treasury Management Review.

The topic of the paper should fall into one of the following categories: Risk Management, Credit and Accounts Receivable, Cash Management, Financing, Investment Management, International Financial Management, the Financial



Services Industry, Financial Technology. More information about this award can be obtained from the MBA Program Office.

Presentations for the Third Annual MBA Business Research Competition have been scheduled for March 31st. Applicants are asked to submit a one-to two-page summary of their research project before March 17, 1989. Students are eligible if they registered for Business Research in the Summer or Fall 1988 terms. More information about this competition can be obtained from the MBA office or by contacting Linda Dyer in the Management Department.

Graduate Awards

It would be appreciated if faculty members could direct their students' attention to a number of upcoming graduate awards that are Concordia MBA specific.

Women pursuing a full time Master of Business Administration degree at Concordia are eligible to apply for the Pauline Vanier Award, value \$10,000, sponsored by the Bank of Montreal. Applications will be accepted until April 15th.

The Bessie Schulich Fellowship for Entrepreneurship is available for MBA students enrolled in Part II of the MBA Program at Concordia University. The value is \$3,000.

Shell Canada Limited offers two scholarships valued at \$3,500 open to full time students in the MBA Program.

Xerox Canada Inc. Fellowship is available to students enrolled in Part II of the MBA Program. The value is \$2,000.

More information about these awards can be obtained at the MBA Program office or at the Graduate Awards office.

Pat Garneau

Alan Hochstein

M.B.A. CAREER & PLACEMENT CENTER

Placement Activities for MBA students have been through a two year cycle and it seems an appropriate time to present a brief report on the operation. The statistics indicate positive results regarding our two main goals: to develop a strong employer base of recruiters for Concordia MBA Graduates and to assist our graduates in finding employment upon graduation.

The MBA Placement Center began officially in the fall of 1986, with some preliminary steps being carried out during the summer. Seed money obtained from three Challenge '86 grants provided the initial financing. During that time, a research study was conducted on placement services in Quebec and Ontario, strategies were developed for the setting-up of the Center, a survey was conducted with the MBA Alumni, seeking their collaboration, and an employer mailing list was compiled from various university and business sources.

In the fall of 1986, the new graduating class of '86-'87 was able to use the services while it still operated in tandem with the Canada Employment Center. As of January '87 the Placement Center became an independent operation. The communications with the Canada Employment Center have been maintained on an informal basis to the mutual benefit of both parties.

Employer Base

As of September '86, many activities and efforts were directed at increasing the employer base of recruiters to Concordia's MBA Program. The main thrust was to increase our visibility in the Business Community and to establish a network of contacts. To achieve our goals, the following strategies were used:

- A minimum of two mailings a year to over 700 companies across Canada,
- The Profile Book, which was included in the above mailings
- The development of the Alumni connections through individual contacts and the continued support of the MBA Chapter, including the production of a Directory, 1989
- The informal contacts established between the Faculty and visiting companies through luncheons with recruiters
- A committed service orientation in our contacts with recruiters
- A high profile with the recruiter base through active involvement on the National and Regional Boards of ACCIS Association (an association whose membership is composed of recruiters and placement officers)

The results of our two year efforts demonstrate a substantial increase in the number of companies recruiting at Concordia University for MBA graduates.

Company Job Offers

1983-1984	1984-1985	1986-1987	1987-1988
39 Job Offers CEC	35 Job Offers CEC	57 Job Offers MBA Center	100 Job Offers MBA Center

There is an increase of 186% between 1984-1985 and 1987-1988, and a further increase of 75% between our first and second year of operation.

MBA Graduates

Our efforts with the graduating students have been directed to providing them with the essential skill training required for a successful job search and to maximizing their opportunities for visibility with the employer base. The following means have been used to further our goals:

- Annual Workshops in Career Exploration and Job Search have been offered in collaboration with the Guidance Services
- Participation in the Profile Book
- Informal counselling and active solicitation of resumes by Placement personnel
- Information sessions with Employers on Campus
- The promotion of our graduates to the business community

The results are encouraging, as the statistics demonstrate. We are certain that 78% of our graduates were placed in the year 1986-87, and 92% were placed in the year 1987-88. The only known statistic with the CEC in 1984-85 is 18 placements out of 85 registered or 21%, with no specific job information.

MBA Graduate Placement Statistics

1986-87 70 students registered
 15 inactive in job search

55 actively seeking employment

43 employed
12 unknown

78% Active job search known placement

In our first year, we worked from the base of students who had registered with the Placement Center. In the second year, the list of Graduates was used for analysis. It was felt that this would more effectively reflect the real impact of our Center with the graduates.



1987-88 110 total graduates
 41 inactive in job search

64 Active Job Search

57 employed
2 further education
5 still in job search
0 unknown

92% Active job search known placement

In the second year, we made it a priority to be able to identify the students' status, both the active and inactive in the job search. Although we were not able to reach all our graduates, we can state that in the main the inactive population represents our part-time student population that is not seeking employment or a career change and our foreign and exchange students. Regarding our active population, we have on file the company where the student is employed. This information can then be extremely useful when contacting companies in the future.

Conclusion

The MBA Career Placement Center has had the advantage of being well integrated in the Faculty. This provides much support and credibility and allows us to tap on the many resources available: faculty, alumni, administration. It also can be a vehicle for feedback to the Faculty on the program and the MBA Graduates. Increasingly, alumni will play an important role in opening the doors of the desired companies.

Any success the Career and Placement Center has known is the result of real team work between Madeleine Davoudi, Placement Assistant and myself, foremost, and between ourselves and various members of the student body, University administration and faculty. We are grateful to all those who have collaborated in making this initiative a reality.

In closing, we are encouraged by the positive results, but by no means complacent. New initiatives will be developed to further broaden the base of our recruiters and every year, our approach with students is fine tuned to obtain greater participation and awareness of their active role in the job search. If we needed added incentive, the report in Business Week, November edition, which used recruiters' feedback as a measure to rate Northwestern J.L. Kellogg Graduate School as the number one Business School in the U.S.A., certainly provided it!

Lizanne Winser
Coordinator
MBA Career and Placement Center



PH.D. AND RESEARCH OFFICE

The Ph.D. and Research Office is pleased to announce that the Faculty Research Committee awarded Seed Grants to the following Professors. The objective of these seed grants is to assist faculty in the preparation of well articulated research proposals for submission to external granting agencies.

1. Professor J-B. Kim	Department of Accountancy	\$3,250
Project title: "The Relative Usefulness of Successful Efforts Versus Full-Costing Information for Equity Valuation"		
2. Professor J.J. Segovia	Department of Accountancy	\$1,000
Project title: "The Lack of Relevance and Usefulness of Management Accounting Systems: Myth or Reality?"		
3. Professor F. Simyar	Department of Accountancy	\$2,000
Project title: "Doing Business with China: Managerial and Environmental Factors Influencing the Success or Failure of Canadian Organizations"		
4. Professor J. Etezadi	Department of DS/MIS	\$2,500
Project title: "A Feasibility Study of Developing a Decision Support System for Assessment of Multi-Attribute Outcomes"		
5. Professor A. Farhoomand	Department of DS/MIS	\$2,500
Project title: "Factors Influencing the Success of Interorganizational Information Systems: The Case of Electronic Data Interchange"		
6. Professor K. Griggs	Department of DS/MIS	\$3,000
Project title: "An Exploration of Goal-Directed, Multi-Media Based Interfaces for the Office Environment"		
7. Professor D. Kira	Department of DS/MIS	\$2,750
Project title: "A Framework for the Capital Budgeting Process"		



8. Professor D. Morin	Department of DS/MIS	\$1,500
Project title: "Distributional Problems Related to Quadratic Forms and Applications"		
9. Professor R. Habtu	Department of Finance	\$ 600
Project title: "Are Industrial Districts Efficient?"		
10. Professor A. Jalilvand	Department of Finance	\$2,100
Project title: "Regulation and Corporate Debt Policy Decisions for Public Utilities"		
11. Professor L. Switzer	Department of Finance	\$2,500
Project title: "The Impact of Changes in Canada's Pharmaceutical Patent Legislation"		
12. Professor M. Jamal	Department of Management	\$3,250
Project title: "Work Values and Job Attitudes: A Study of North American Muslims"		
13. Professor G.S. Rajan	Department of Management	\$ 750
Project title: "Gender-Related Differences in the LIfe Values of the Leaders of Unions in Canada"		
14. Professor J. Sen	Department of Management	\$ 750
Project title: "Toward a Female Paradigm in Contemporary Entrepreneurship"		
15. Professor W. Wiesner	Department of Management	\$4,250
Project title: "Improving the Criterion-Related Validity of the Employment Interview"		



Project title: "Immigrant Acculturation and Home Ownership: South Asians and Portuguese in Montreal"

17. Professor R. McTavish Department of Marketing \$2,500

Project title: "An Exploratory Study of Supplier Choice Behaviour in the Metal Smelting and Refining Industry"

As a result of the above grant allocations the Faculty will shortly have access to the following equipment: a videocamera, an optical scanning system and a sound digitizer.

The Faculty Research Committee wishes to congratulate all of the above recipients of Seed Grants.

**Martin Kusy
Associate Dean,
Graduate Studies & Research
and Director,
Ph.D. Program**

**Heather Gonthier
Coordinator
Ph.D. and Research Office**



STUDENT ACTIVITIES

AIESEC - CONCORDIA

"The Leading Local"

Concordia's chapter of AIESEC (Association internationale des etudiants en sciences economiques et commerciales) was recently chosen as Canada's "Best Local". This recognition is a result of the continuous hard work of AIESEC - Concordia's members and has led to outstanding accomplishments, notably, our various projects.

Some of our most successful projects, which helped us win the prestigious award, were the Seminar Traineeship Program, Career Days, the Business Luncheon, the Faculty Wine and Cheese, the Corporate Breakfast and the "California Fund Raisin" event.

Our 9th Annual Business Luncheon held in May 1988 was attended by over 150 prominent members of the Montreal business community. Our guest speaker, Mr. Michel Gaucher, President of Sofati Ltd., discussed "Quebec of the Future ... Competing against Winners".

The Seminar Traineeship Program, S.T.P., was a two-day event held last August at the Four Seasons hotel. The theme of the conference was "Modern Management" and its aim was to promote AIESEC and our traineeships to the business community.

Our 8th Annual Career Days were held on September 28th and 29th, 1988 on the mezzanine level of the Hall building. 34 companies attended this event to inform Concordia students of opportunities in the job market. The success of this project stemmed primarily from the high rate of student and corporate participation. Over 50 AIESEC members were on hand on both days to offer staff assistance to the various companies.

The Faculty Wine and Cheese took place on the 2nd of November, 1988. It had as its main objective to help bridge the gap between AIESEC - Concordia and members of the Faculty. This event now replaces our annual Faculty Breakfast; the change proved to be successful as we saw a 100% increase in faculty attendance this year.

The Corporate Breakfast, also held in November, brought together business people and AIESEC members to promote the exchange program we offer. Mr. Bauford of Petro-Canada discussed the advantages provided by traineeships.

The "California Fund Raisin" event was held to raise money for the Telethon of Stars. \$3,800 was raised at a comedy night hosted by AIESEC-Concordia at DJ's Pub on Crescent Street. Through the efforts of all 4 Montreal AIESEC locals, a \$5,000 cheque was presented for the benefit of handicapped children at the Montreal Children's and the Sainte Justine hospitals.

This is only a small sampling of past AIESEC - Concordia projects. Under the leadership of Susan Goncz, president elect, we are heading toward another eventful year.

International Congress, the most prestigious event that an AIESEC country can host, will be held in Quebec City between February 25th and March 4th, 1989. This event will bring together over 300 delegates from 67 countries around the world. The objective of this event is twofold: 1) to match students who applied for traineeships with companies who have requested an international trainee and 2) to review International AIESEC policy.

Our second annual tax clinic will be held March 20, 21, 22, 23 and 28th, 1989. We will be accepting simple tax returns (students & senior citizens only) on March 14, 15 and 16th, 1989 at S.G.W. and March 14th, 1989 at Loyola. This challenging project is again sponsored by the accounting firm of Zittrer Siblin Stein Levine. The objective of the tax clinic is to provide 50 to 60 highly motivated accounting students with the opportunity to gain valuable experience filling out tax returns. Students working on this project will receive professional training from two representatives of Z.S.S.L., who will also be available, along with a Revenue Canada representative to answer any questions the students may have while filling out the tax returns.

The Dream Auction coming up on March 16th, 1989 is AIESEC's main fund raising event. The auction will be held on the mezzanine level of the Hall building and will be open to students, faculty members and outsiders. Thanks to donations of goods from the business community, items to be auctioned range from dinner certificates to electronic goods. Don't miss it!

Our 10th Annual Business Luncheon will be held on April 11, 1989 from 11:30 a.m. to 3:00 p.m. at the Chateau Champlain hotel in Montreal. We expect our guest speaker, Mr. Claude Brochu, President of the Montreal Expos, to address 350 people. This event gives members of AIESEC - Concordia the opportunity to interact with the Montreal business community and accentuates the positive dialogue we are striving to enhance between academic and business interests.

Canadian Business Venture. This Case Competition involves fifteen locals each of which is developing a company strategy designed to tap an unfulfilled need in the Canadian market. To win, participants must submit a formal report to be judged by both the academic and business communities. The winning local will be awarded \$1,000 toward future projects. This unique opportunity is made possible through the support of KPMG Thibault Marchand Peat Marwick (C.B.V. '89's national sponsor) and the Federal Business Development Bank.

AIESEC - Concordia is growing. An important aspect of its vitality is its members. To continue our success story, we need your support. For more information call us at 848-7435.

Mirande Samaan
Faculty Awareness Coordinator
for AIESEC - Concordia



ACCOUNTING EDUCATION RESEARCH SYMPOSIUM

Hosted by the Department of Accountancy

The first Canadian Accounting Association, **Accounting Education Research Symposium** was held on November 4, 1988 at Concordia University. The symposium was organized by the CAA Education Committee chaired by Derek Acland, Professor of Accountancy, Concordia University, and assisted by members Joel Amernic, Jean Bedard, Eldon Gardner and Daniel Zeghal.

One hundred and one accounting faculty members registered for the symposium representing thirty-one universities across Canada.

Seven research papers were presented and discussed at the symposium:

"Toward a Model of Accountancy Pedagogy: A Critical Incident Analysis"—Dr. Lois D. Etherington, Simon Fraser University.

"Social Accounting and the Development of Accounting Education"—Professor M.R. Mathews, Massey University, New Zealand.

"Using Student Evaluations in a Program of Self—Improvement of Teaching Effectiveness" — Dr. Tony Dimnik, Queen's University.

"Accounting Education: Teaching to all Four Learning Styles" — Professor Donald Brown, Brock University.

"Class Size: Its Effect on Student Performance, Class Attendance and Course Evaluations" — Dr. Jeffrey Kantor, University of Windsor.

"Expected vs. Actual Performance and Effort Allocation of Accounting Students" — Dr. Giora Moore, University of Toronto.

"Women, Accounting Education and the Profession in Canada: A Historical Survey" — Professor Carol A. McKeen and Dr. Alan Richardson, Queen's University.

Dr. Mikel Tiller, Indiana University, presented the key findings of the American Accounting Association Education Research Monograph No. 9, "The Accounting Education Research Framework". This monograph has been prepared over a four year period by a research team (including Dr. Tiller) based at the University of Tennessee.

Financial support for the symposium was received from The Clarkson Gordon Foundation, Ordre des comptables agrees du Quebec, and the Social Science and Humanities Research Council of Canada.



F.I.S.

Faculty Information Systems held four educational seminars in the months of January and February. The purpose of these half-day seminars is to expose the faculty members and staff to the various potentials of personal computers. We will be organizing more computer seminars in the future. If you have any specific ideas please let us know.

On another front, the Faculty has acquired its first MacIntosh computer (a MAC SE130). This computer, which will be installed in the lab on the fifth floor of the GM building, will be available for the general use of the faculty members and Ph.D. students.

A. Farhoomand
Director,
F.I.S.



"A WORD TO THE WISE"

Angry Students Poison Teachers

BEIJING (Reuter) — Two Chinese schoolboys, angry at being scolded by their teacher, took revenge by lacing school drinking water with rat-killer, poisoning 30 teachers and three classmates, the *Chinese Daily* newspaper said today.

The No. 3 Primary School in Yinchuan, northwestern China, had to be closed while staff recovered

after the incident last month but none of the victims died, the newspaper said.

It said Zhu Dayong, 11, and Chen Hui, 12, plotted the poisonings after being told off for vandalism and stealing pens from fellow pupils. The two were too young to be prosecuted.

Montreal Gazette, January 12, 1989.



*"It's difficult to teach him anything without gritting my teeth
knowing he'll get \$250,000 per game
when the pro's pick him up."*



A Bad Plan, Successfully Executed



* * *

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